

 <div style="text-align: center;"> <b>Financial Assistance Award</b>  <b>DENALI COMMISSION</b>  <b>510 L Street, Suite 410</b>  <b>Anchorage, Alaska 99501</b>  <b>(907) 271-1414 (phone)</b>  <b>(907) 271-1415 (fax)</b>  <b>www.denali.gov</b> </div>		<b>Award Number</b>	01132-00		
		<b>Award Title</b>	Comprehensive Economic Development Strategic Plan for Alaska		
		<b>Performance Period</b>	June 1, 2009 through June 1, 2011		
		<b>Recipient Organization &amp; Address</b>			
<b>Authority</b> 112 Stat 1854	<b>CFDA Number</b> 90.100	Alaska Partnership for Economic Development 3300 Arctic Blvd, Suite 203 Anchorage, AK 99503-4579  <b>Phone:</b> (907) 562-7380 <b>Recipient DUNS #</b> 830653148 <b>TIN #</b> 320244813			
<b>Denali Commission Finance Officer Certification</b>		Jennifer Price 06/24/2009			
<b>Cost Share Distribution Table</b>					
Accounting Code	New Funding		Prior Period Funding		Total
	Denali Commission	Other Contributors	Denali Commission	Other Contributors	
95670000AL	\$500,000.00		\$0.00		\$500,000.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
	\$0.00		\$0.00		\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
		\$0.00		\$0.00	\$0.00
<b>Total</b>	<b>\$500,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$500,000.00</b>
This Financial Assistance Award approved by the Federal Co-Chair of the Denali Commission constitutes an obligation of federal funding.					
The Denali Commission (Commission) is providing \$500,000 to the Alaska Partnership for Economic Development (APED) for development of a statewide strategic plan for economic development. The APED is also attempting to secure private sector funding as well as funds from the Economic Development Administration (EDA). If these funds are secured the APED shall notify the Commission of the source and match amount of funding. The APED is comprised of all of the Alaska Regional Development Organizations (ARDORs). The ARDORs were created in 1988 by the Alaska Legislature with the belief that a locally driven initiative in cooperation with the state is the best way to stimulate economic development activities and sustainable local economies.					
<b>Signature of Authorized Official - Denali Commission</b>		<b>Typed Name and Title</b>		<b>Date</b>	
Electronically Signed		George Cannelos Federal Co-Chair		06/13/2009	

# AWARD ATTACHMENTS

Alaska Partnership for Economic Development

01132-00

1. Award Conditions

***Award Conditions to the Financial Assistance Award  
Between the Denali Commission and  
The Alaska Partnership for Economic Development  
For a Comprehensive Economic Development Strategic Plan for Alaska  
Award No. 01132  
June 2009***

***1. Scope of Work***

The Denali Commission (Commission) is providing \$500,000 to the Alaska Partnership for Economic Development (APED) for development of a statewide strategic plan for economic development. The APED is also attempting to secure private sector funding as well as funds from the Economic Development Administration (EDA). If these funds are secured the APED shall notify the Commission of the source and match amount of funding. The APED is comprised of all of the Alaska Regional Development Organizations (ARDORs). The ARDORs were created in 1988 by the Alaska Legislature with the belief that a locally driven initiative in cooperation with the state is the best way to stimulate economic development activities and sustainable local economies.

This project will create a statewide strategic plan for economic development, 43 other states currently have a similar plan, via a planning process that will encompass four key elements; identify and establish a baseline of where Alaska is in its statewide strategic efforts, conduct an external analysis, public outreach seeking input from all stakeholders, and final development of a strategic action plan. This plan will be actionable and implementable and is intended to mesh with the State of Alaska's current efforts at creating a Legacy Plan as directed by Governor Palin under administrative order #248. The APED will consult with the State of Alaska Legacy Plan Liaison on a monthly basis; the Commission should be invited to these meetings.

The internal statewide analysis will consist of a literature review of prior planning documents and studies to identify the baseline situational analysis. A SWOT (strengths, weaknesses, opportunities, and threats) analysis of the state's economic drivers and of its regions will be conducted. This will provide a baseline inventory of the states assets and how best to leverage them.

The external analysis will include a comprehensive market assessment to identify potential areas identified in the baseline asset assessment that can be leveraged. Identification of external factors and economic trends as well as an industry cluster analysis will be conducted in this phase of the project.

The public outreach phase will include public meetings with key stakeholders held across the state as to gather input of regional data and findings as well as regional concerns and vision. The outcome will be to garner additional input and clarification for a shared vision for the state across all regions. During this phase a contractor will identify strengths and weaknesses of local organizations capacity to implement a statewide strategic plan and offer recommendations in ways to strengthen these abilities.

The final step will be to use the aforementioned process to develop a strategic action plan that lays out strategies and achievable goals. This action plan will form the basis and assist at guiding economic development efforts at the local, regional, and statewide levels. The final study will be presented by the APED to the Denali Commission's Economic Development advisory committee as well as the Denali Commission Commissioners.

#### Project Budget

RFP Development	In-Kind
Contract Development	In-Kind
Contractual Phase 1&2	550,000
Printing Phase 1 Draft report	5,000
Final report	10,000
Printing Phase 2 Draft report	5,000
Final Report	10,000
Economic Summit	105,000
Administrator Salary 1 FTE	55,000
Intern Salary 2 FTE	35,000
Intern 1 FTE (Ameri-Vista)	In-Kind
Travel (In state)	17,500
Lodging	12,500
Other	8,000
Advertising	6,000
Supplies	9,000
<b>Total</b>	<b>\$828,000</b>

The project sponsor (Recipient) has demonstrated the administrative capability for managing Commission funds due to the long history of the individual ARDORs in the state. The Commission has reviewed, and has on file, the policies and procedures document dated April 2009 and found it to be acceptable to include procurement and financial management processes.

Any contractual work will be procured in an open and fair competitive manner, consistent with the Federal Acquisition Requirements (FARS) and other applicable federal law. The procurement process will be submitted to the Commission for approval. If this process is deemed unacceptable the Commission may opt to procure the contractor from its offices using its own federal procurement procedures. When the APED creates a review team in selecting a contractor for the statewide economic development study the Commission shall participate as a member of this team.

APED will summarize the outcomes, accomplishments, and challenges discovered in the participant progress reports, and report to the Commission's Program Manager on a

quarterly basis as well as a lessons learned document upon the completion of the project. This will assist the Commission in its progress and monitoring efforts.

All Commission funding is intended for use for the scope of work identified in the Award document only. Any balance of funds remaining after the full scope of work has been completed will be returned to the Commission.

#### Timeline

##### Task 1: Organizational Development and Scope of Work – June 2009

APED appoints an Operating Committee to provide accountability and oversight  
Operating Committee appoints a non-APED Advisory Panel to help oversee project  
Operating Committee develops Scope of Work for Phase 1 project

##### Task 2: Establish Steering Committee – July 2009

Operating Committee - develops the Request for Proposals  
Operating Committee - advertizes and recruits qualified applicants  
Operating Committee - finalizes contractor selection  
Operating Committee - negotiates and finalizes a contractual agreement

##### Task 3: Contractor's Scope of Work (General) - August 2009 – January 2010

Review existing regional and local CEDS documents.  
Review existing Alaskan economic development plans and literature  
Conduct a baseline economic analysis  
Identify regional clusters or sectors of commonality  
Conduct a business opportunity gap analysis  
Identify external trends and relevant data  
Prioritize opportunities for target industries  
Conduct a comprehensive market assessment

##### Task 4: Project Completion and Publication – January 2010

Publish, print, and distribute final analysis

#### PHASE 2: Plan and Implementation Strategy - February 2010 – November 2010

##### Task 1: Organizational Development and Scope of Work – February 2010

Operating Committee establishes a list of potential Executive Committee members  
Operating Committee recruits members for Executive Committee  
Executive Committee membership to work directly with contractor and stakeholders  
Convene initial committee meeting defining roles, responsibilities, and deliverables  
Executive Committee develop the scope of work for the project

##### Task 2: Develop RFP and Contractual Agreements – March 2010

- Executive Committee - develops the Request for Proposals
- Executive Committee - advertizes and recruits qualified applicants
- Executive Committee - finalizes contractor selection
- Executive Committee - negotiates and finalizes a contractual agreement

Task 3: Project Roll Out – April 2010

- Distribute press release and advertizing to roll out the project
- Executive Committee to work with the contractor to identify & recruit stakeholders/partners
- Develop strategic partnerships with public, private, native, and non-profit sectors

Task 4 Literature Review – May 2010 – June 2010

- Review previous Alaskan plans and documents
- Review other state economic development plans
- Summarize findings to provide input into the new plan

Task 5: SWOT & Regional Comparative Analysis – July 2010 – September 2010

- Conduct a SWOT analysis of the state's economic drivers
- Conduct a SWOT analysis of the state's regions and communities
- Conduct a thematic regional economic development analysis
- Identify regional clusters or sectors of commonality
- Identify holes and outliers in regional economic activities

Task 6: Public Meetings – October 2010 – November 2010

- Facilitate preliminary regional stakeholder meetings
- Review regional data and findings
- Coalesce the elements of a shared vision that will guide the development of the plan

Task 7: Identify Economic Development Organizational Needs – November 2010

- Assess the state's economic development organizations' capacity to implement plan
- Identify strengths, weaknesses, and gaps
- Identify resources available to implement plan

Task 8: Statewide Economic Summit – December 2010

- Develop a methodology for stakeholder input
- Facilitate a statewide economic development summit from multiple sites
- Gather stakeholder input
- Begin establishing priorities, leadership roles, and deliverables

Task 9: Finalize Economic Development Plan – January 2011

- From stakeholder input identify strategic goals with benchmarks
- From stakeholder input identify milestones

**Task 10: Develop an Implementation Strategy – February 2011**

Develop an implementation strategy to achieve plans stated goals and objectives  
Establish performance measures and evaluation tools

**Task 11: Publication and Distribution – March 2011**

Publish, print, and distribute final plan and implementation strategy

**2. *Milestones***

The following milestones are identified as the major steps to be completed as part of the project. “Planned” dates for the first milestone are included here. As part of each progress report, recipients shall update the progress toward meeting these milestones (see section 7, Reporting).

Milestone	Planned		Actual		Units	Total Cost At Completion
	Start Date	End Date	Start Date	End Date		
Internal Analysis	06/01/2009	12/31/2009			0	\$0.00
Public Meetings	10/01/2010	12/31/2010			0	\$0.00
External Analysis	01/01/2010	12/31/2010			0	\$0.00
Project Close-out	03/01/2011	06/30/2011			0	\$0.00

**3. *Award Performance Period***

The Award performance period is June 1, 2009 through June 30, 2011. This is the period during which Award recipients can incur obligations or costs against this Award.

**4. *Direct and Indirect Costs***

The cost principles of OMB A-122 are applicable to this Award. Indirect costs up to 5% are allowable under this Award. Please refer to the cost principles regulations for specific details on other allowable charges under this Award.

**5. *Budget and Program Revisions***

The Administrative Circular, 2 CFR Part 215 (formerly OMB A-110), applies to this Award. Please refer to the Administrative Circular for specific details on revisions to this Award. The Administrative Circular requires that APED will inform the Commission in writing (e-mail, letter, or report) at the earliest possible date of any unanticipated project cost overrun, project schedule delays, or changes in the project scope or changed site conditions.

## **6. Payments**

Payments under this Award will be made by electronic transfer in response to a "Request for Advance or Reimbursement", Standard Form 270 (SF-270) submitted by the APED. Requests for reimbursements may be made as needed. The SF-270 must be submitted to the Commission via fax, e-mail ([finance@denali.gov](mailto:finance@denali.gov)) or mail in order for payment to be processed. The form is available on the OMB website:

[http://www.whitehouse.gov/OMB/grants/grants\\_forms.html](http://www.whitehouse.gov/OMB/grants/grants_forms.html). Payments shall be made in accordance with 2 CFR Part 215. Please contact the Commission's Finance Specialist at (907) 271-1414 for further information about submitting this form. **No interest will be accrued on these funds.**

## **7. Reporting**

Two forms of project reporting are required under this Award, listed below. APED shall submit reports using the Commission's on-line Project Database System, available at [www.denali.gov](http://www.denali.gov). If there are technical limitations which may prevent the recipient from meeting this requirement, please contact the Program Manager listed in this agreement.

- a. **Progress Reports** shall be submitted on a quarterly basis. The first reporting period is June 1, 2009 to June 30, 2009, and quarterly thereafter. Reports are due within 30 days of the end of the reporting period. Progress reports shall include the following:
  - i. Total project funding, including both Commission funding and other project funding sources.
  - ii. The total project expenditures for the project as of the end of the reporting period, including both Commission and Other funding sources.
  - iii. Updated schedule and milestone information as identified in the Scope of Work
  - iv. Narrative summary of the project status and accomplishments to date, and address the following questions: is the project on schedule, is the project on budget, and what actions are planned to address any project problems.
  - v. **Non-Construction Projects** For minor repair and renovation projects or other non-construction projects, pictures should be provided of before and after, or photos that are representative of the funded activity, to the extent possible. Photos shall be provided in a digital format as part of the on-line report. A short description of the activity and names of those in the photos shall also be provided.
- b. **Federal Single Audits** shall be submitted annually, when required. In accordance with OMB Circular A-133, which requires [subpart 200] "Non-Federal entities that expend \$500,000 or more in a year in Federal awards shall have a single or program-specific audit conducted for that year in accordance with the provisions of this part [subpart 205]. The determination of when an award is expended should be based on when the activity related to the award occurs."



Recipients shall also submit single audits to the Federal Clearinghouse as designated by OMB. Information can be found on the following web-site:

<http://harvester.census.gov/sac/>

### **8. *Project/Award Close-Out***

The project close-out report shall be completed within 90 days of the end of the Award performance period or within 90 days of the completion of the project, whichever is earlier. Recipients must also draw down any remaining funds for expenditures incurred under this award during this 90-day period.

The project close-out report shall be submitted on-line through the Commission's on-line Project Database System, available at [www.denali.gov](http://www.denali.gov). The project close out will require the recipient to submit the following information:

- a. Final data for each item listed in paragraph 7(a) "Progress Reports"
- b. Final project expenditures itemized by the following categories: planning & design; materials & equipment; freight; labor; project administration/overhead and other expenses.
- c. Acknowledgement of support: For all non-construction projects, the Award recipient shall include an acknowledgement of the Government's support for the project(s) developed under this Award. The format for acknowledgement of the Government's support for non-construction awards will vary with each award and must be agreed upon between the Award recipient and the Commission Project Manager. Costs associated with this requirement shall be paid out of the project funding received by the Award recipient from the Commission.

### **9. *Public Policy Laws and Assurances***

Award Recipients are required to comply with the public policy laws and assurances on Standard Forms SF 424b. Some of the laws are highlighted below for your reference.

To the maximum extent practicable, considering applicable laws, Funding Recipients shall accomplish the project contemplated by the Award using local Alaska firms and labor.

No portion of this award may be used for lobbying or propaganda purposes as prohibited by 18 U.S.C. Section 1913 or Section 607(a) of Public Law 96-74.

Project level environmental reviews in accordance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) are required for each project undertaken with Commission funds.

***10. Non-Compliance with Award Conditions***

Recipients not in compliance with the terms and conditions of this Financial Assistance Award will be notified by the Commission. The Commission will work with the recipient to identify the steps necessary to bring them back into compliance, and will establish an appropriate time frame for the corrections to be made. If the corrections have not been made by the deadline, the Commission reserves the right to either suspend or unilaterally terminate the Financial Assistance Award for non-performance.

***11. Program Manager, Financial Manager & Other Contact Information***

<b>Denali Commission</b>	<b>ARDOR (APED)</b>
Mark Allred Program Manager 510 L Street, Suite 410 Anchorage, AK 99501 Phone: 907-271-1414 Fax: 907-271-1415 E-mail: <a href="mailto:mallred@denali.gov">mallred@denali.gov</a>	Mike Catsi Project Manager 3300 Arctic Blvd Suite 203 Anchorage, AK 99503 Phone: 907-562-7380 Fax: 907-562-0438 Email: <a href="mailto:mcatsi@swamc.org">mcatsi@swamc.org</a>
Mariah McNair Grants Administrator 510 L Street, Suite 410 Anchorage, AK 99501 Phone: 907-271-2367 Fax: 907-271-1415 E-mail: <a href="mailto:mmcnair@denali.gov">mmcnair@denali.gov</a>	Erin Ealum Financial Contact 3300 Arctic Blvd Suite 203 Anchorage, AK 99503 Phone: 907-562-7380 Fax: 907-562-0438 Email: <a href="mailto:EEalum@aedcweb.com">EEalum@aedcweb.com</a>

***12. Other project specific paragraphs may be added here***

Documents referenced and located in the master file at the Commission offices include;

1. ARDOR (APED) Policies & Procedures dated April 2009
2. Key Personnel document